
Power, precision, speed: Managing ADM transitions the Atos way



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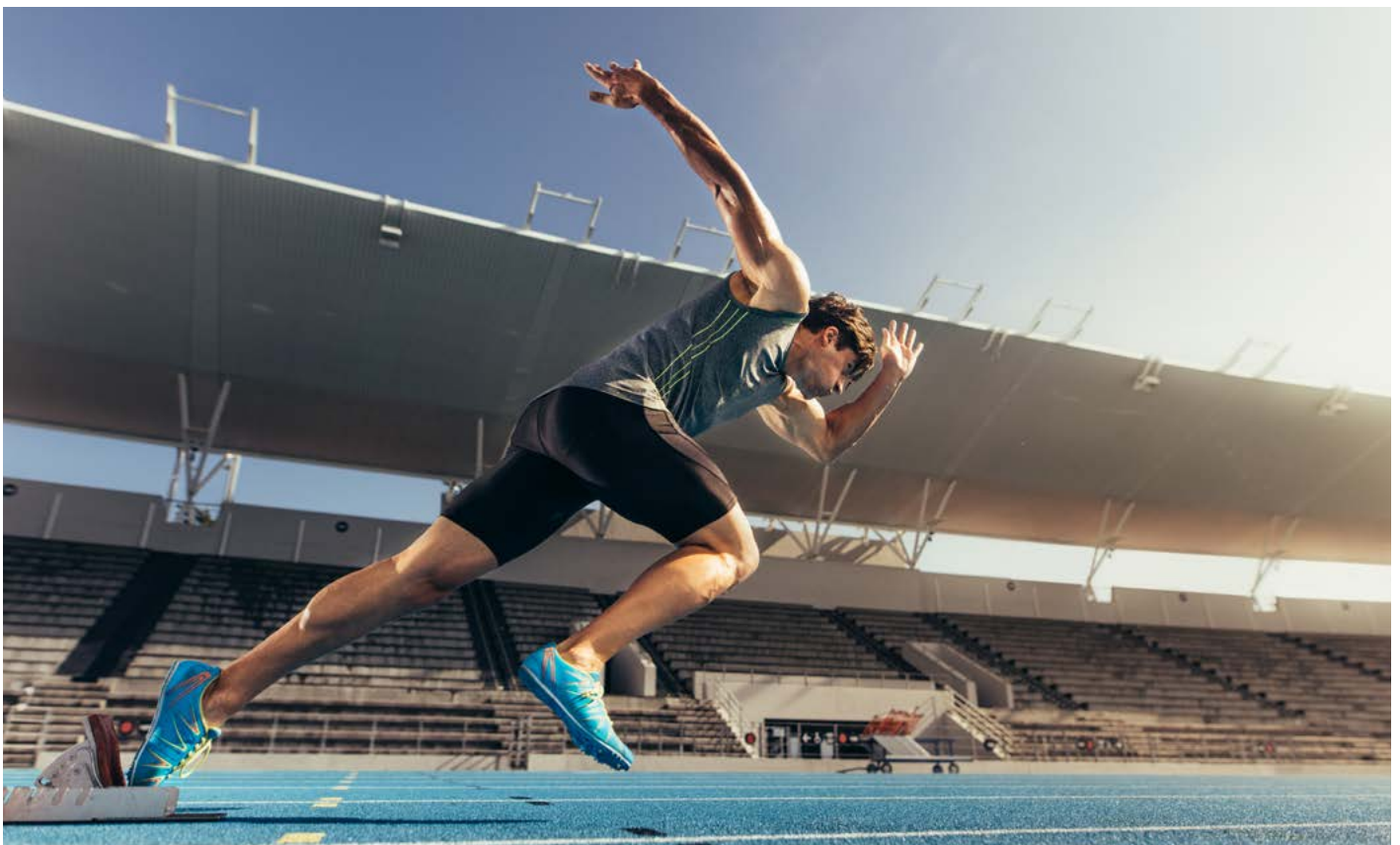
What is transition?

Every application management project, no matter the scale or complexity, begins with a carefully scoped and managed transition period. This is the process during which the in-scope activities are transferred to a service provider partner, either directly from the client organization (in the case of first-time outsourcing projects), from an existing incumbent, or a combination of the two.

It has long been understood that the ability of a new managed services project to deliver value to both the client and the service provider depends on a fast, smooth, trouble-free transition process. This is, after all, the period of maximum risk for the overall project and any difficulties are more likely to happen during this initial hand-over period than at any other time.

It should be recognized that business as usual cannot stop while the transition takes place. An enterprise is like a living organism, and it must go on functioning normally through periods of potentially disruptive change. This is particularly the case where “in-flight” change projects (individual updates, upgrades and new developments) take place within the overall transition. There are many moving parts, and all of them must be fully covered and properly managed.

Serious delays caused by unforeseen circumstances (typically due to inadequate preparation) will lead to value destruction, loss of trust, damage to reputation and – in very severe cases – to the loss of all the mutual profit that the client and the service provider were expecting to achieve.



How does this affect application development and management (ADM)?

Application management projects constitute a form of outsourcing and are therefore subject to the same basic principles as any other outsourcing project when it comes to managing the transition process. Application management, however, is normally more like the operation of core business systems than outsourcing hardware or basic systems environments. This does raise some additional challenges when compared with other forms of IT outsourcing.

Application management is an especially sensitive topic where the continuity of business operations is concerned, because the applications environment contains most of the "moving parts" within a business. If

core business applications become unavailable due to transition failures, the damage to the business will likely be much higher than that caused by routine hardware failures.

It should also be understood that the applications environment is at the heart of future business innovation and transformation plans, and this makes a successful (and fast) transition to a new environment extremely important for long-term business renewal. While application management must follow the basic rules of transition, there are specific factors that add complexity and sensitivity to the task whenever applications are involved.

What are the key transition tasks?

In the simplest terms, the transition process should ensure that users of the applications and systems environment being outsourced can keep working normally, without unacceptable disruption, during the hand-over to a new external service provider. Ideally, users should hardly be aware that a change is taking place.

Because the main reason for changing providers is to improve quality of service, the only change that users should notice is a significant change for the better. It therefore follows that transition should ensure:

- **Full continuity**, with services handed over in a fully functional state, without any discernible hiatus
- **No downtime**, which means that any tasks requiring systems to be turned off or physically moved should happen at periods of natural downtime, such as public holidays
- **No loss in knowledge**, meaning that the expertise and experience needed to run systems smoothly must be retained, and all content and data protected
- **Full compliance**, ensuring that new features or innovations do not inadvertently lead to actions that either breach or are at risk of breaching regulations. This is especially important where offshoring is part of the agreed solution
- **No surprises**, which may be the most important and difficult of all these tasks to deliver. Application management involves handling complex application environments, which may contain multiple application versions, redundant or duplicate applications, and a certain amount of shadow IT, with applications locally sourced to address highly specific needs, bringing complexity into the broader environment

Along with all the subsidiary tasks listed above, the primary task of application management is to ensure the continued good health of the client's business, while providing the basis for clear business improvement. Perhaps more than for any other IT outsourcing requirement, application management is judged by normal business measures, which gives extra importance and sensitivity to the conduct of the transition.



What are the main transition risks?

Every transition professional and all experienced client decision-makers know that transition is, by its nature, a period of heightened risk for the business. Many of the underlying reasons have been covered above, and these generally apply to any type of outsourcing project. However, for application management projects we believe the following risks are of particular importance:

Core business applications may not run normally in a new IT environment.

This is an increasingly common issue for client organizations that wish to move from a heavily customized in-house IT environment to a standards and cloud-based environment. Applications that have been repeatedly altered to meet specific user needs may be too far from initial standards to simply transfer and switch on. Significant remediation work may be needed to ensure that they run normally on new target platforms. It is easy to underestimate this requirement, which frequently leads to major delays in transition.

Corporate knowledge may be lost.

In large, complex organizations, the need for knowledge continuity is vital. Sometimes the most important information may exist only in the heads of certain key individuals, whose identities may not be immediately obvious to outsiders. Without identifying, capturing and seamlessly transferring key knowledge, major disruption could take place.

Logistical issues can prove more challenging than anticipated.

Basic points concerning employment rights, travel to new locations, and giving the right people access to the right premises may appear insignificant compared to the headline technology issues. However, unless identified and managed properly, they can undermine a smooth transition.

Governance is crucial.

Application management normally exists within a complex landscape of overlapping (and occasionally competing) commercial interests. It is highly likely that several external providers will be working within the same environment. It is very easy for conflicts to arise, and it is equally easy for certain actions to fall through the cracks at points where different interests connect. It is not safe to even start transition without a very robust governance framework to ensure that potential problems of this kind are avoided.

Business change is the biggest risk of all.

Application management impacts the way business users interact with their own core business systems, and changes in the wider business will inevitably happen at the same time as changes within the application environment. Transition plans must take into account the complete business context and user needs, actively supporting the organizational, cultural and behavioral changes needed to make transition a success.

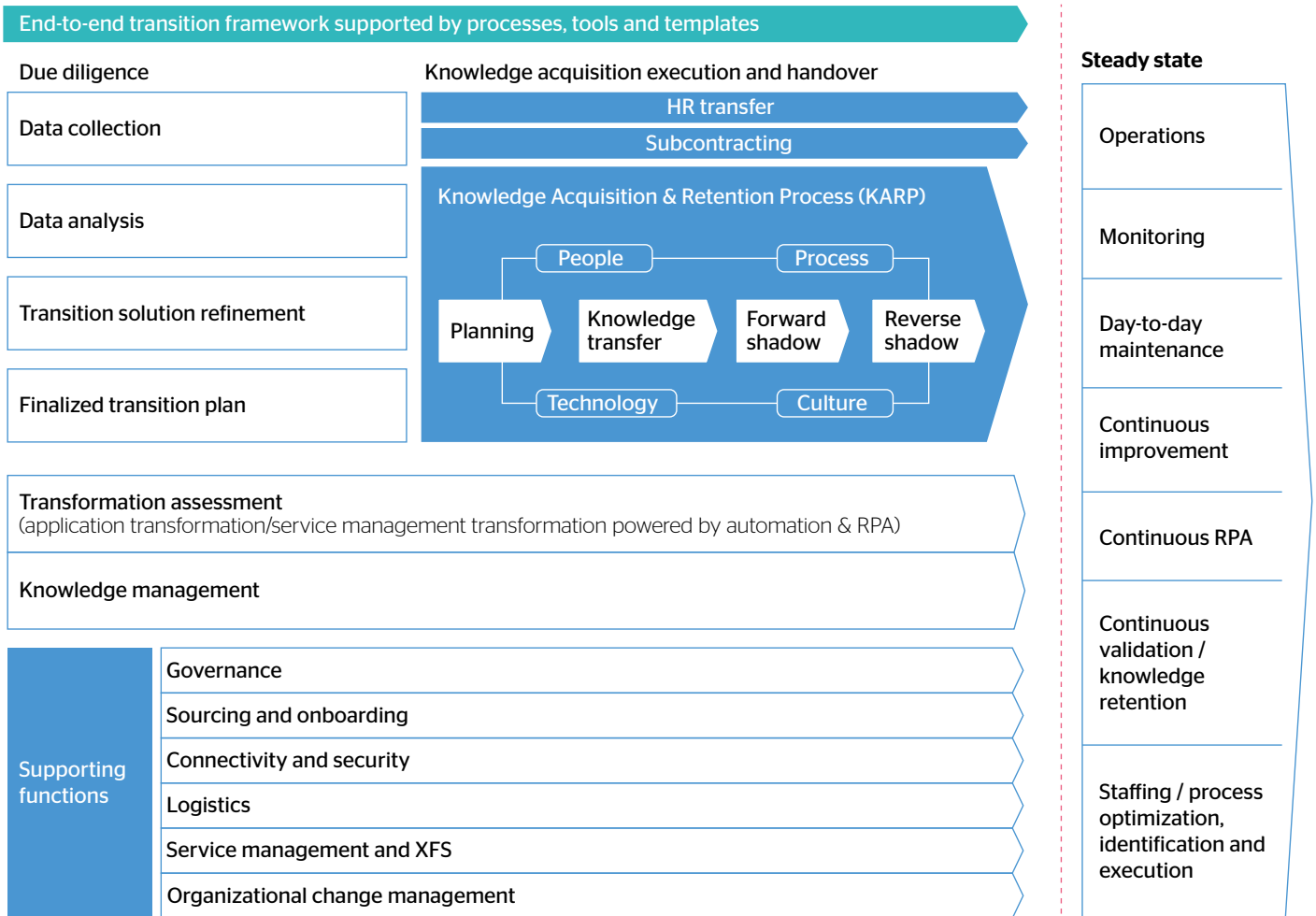
Transition is the period of maximum risk for any outsourcing task. Identifying, preparing for and having effective mitigation plans in place for all the key risks is a basic requirement.



How does Atos manage transition?

We believe a mutually rewarding partnership depends on a successful transition of services to Atos from clients and/or incumbent service providers. The potential change and risk that accompany transitions require a methodology that combines strong risk management processes with the flexibility to build a customized plan that ensures business continuity.

IntelliTransfer® transition methodology supported by KARP



Change of Control

Atos uses an industrialized transition approach called IntelliTransfer to transition application management services for our clients. There are several differentiators that set our transition methodology apart from the competition, including:



Proven transition methodology and tools

The Atos Global Transition Methodology is powered by our Knowledge Acquisition and Retention Process (KARP), which uses proven, repeatable processes and SyntBots automation tools to streamline the transition while aligning to your specific requirements.



People

Our teams have rich experience in application management support operating models in multiple industry domains. Our transition experts reduce dependencies on your key business staff, leading to an early and stable cutover.



Collaborative transition approach

Our transition methodology and tools help us jointly plan and execute transitions with our clients. The Atos approach integrates flexibility, transparency and teamwork without compromising the responsibility that comes from a clearly-defined RACI (Responsible, Accountable, Consulted, Informed) model.



Best-in-class knowledge transfer

Our KARP process, templates and tools like SyntBots process recorders and knowledge management academy portal enable the most effective knowledge transfer, documentation and retention.



Focus on non-technology issues

Atos has an excellent record managing the people, organizational and knowledge factors related to transition. We invest a great deal of effort to ensure that the context for wider business change has been properly scoped and managed, while keeping in mind that major change activities are as much (or more) about people than they are about technology.



Step-by-step approach

Our transition projects take place in waves, enabling us to avoid the potential disruption that comes from a "big bang" approach, while also permitting immediate reversibility if we encounter unexpected problems.



Distinct support tracks

Atos breaks transition down into logical and manageable stages, each of which can be handled as a standalone activity if needed. All these steps combine to deliver targeted, positive changes. There are clear responsibilities, targets and decision gates to ensure that everyone involved understands exactly what is expected of them and how they relate to the rest of the process.



Minimal service disruption

Our risk management and joint governance structure provides focused transition and change activities that minimize service disruption. Our risk management addresses the current COVID-19 challenges and leverages our best practices, previous transition experience, risk scenarios and mitigation strategies.

The Atos vision is based on common sense, practicality and deep experience. We understand what works and what doesn't, applying best practices across our projects. We continuously update and upgrade our methods based on experience working with clients, ensuring that we effectively put our vision into practice.



About Atos

Atos is a global leader in digital transformation with 105,000 employees and annual revenue of over € 11 billion.

European number one in cybersecurity, cloud and high performance computing, the Group provides tailored end-to-end solutions for all industries in 71 countries. A pioneer in decarbonization services and products, Atos is committed to a secure and decarbonized digital for its clients. Atos operates under the brands Atos and Atos|Syntel. Atos is a SE (Societas Europaea), listed on the CAC40 Paris stock index.

The purpose of Atos is to help design the future of the information space. Its expertise and services support the development of knowledge, education and research in a multicultural approach and contribute to the development of scientific and technological excellence. Across the world, the Group enables its customers and employees, and members of societies at large to live, work and develop sustainably, in a safe and secure information space.

About Atos|Syntel

Atos|Syntel is a leading provider of integrated digital and knowledge process services and a member of the Atos group. Atos|Syntel helps enterprises accelerate their digital journeys, increase agility and business performance, evolve to "Digital native" standards, and deliver scale and flexibility for the Digital Age.

Atos|Syntel unites Atos's scale and world-class technology capabilities with Syntel's industry focus, global delivery model, and services powered by intelligent automation.

Learn more at: www.atos-syntel.net

Let's start a discussion together

